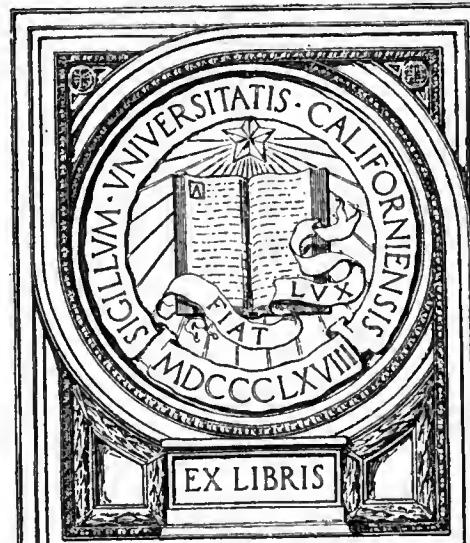


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The Relation of the Short, Intensive Industrial Survey to the Problem of Soldier Re-education

The Industrial Survey work was started by the Military Hospitals Commission on October 1, 1917, the work being commenced in Montreal. It was found that the number of courses in our schools was limited to a small range of trades and occupations, and that if the policy of continuing to train men in this limited field was followed, there would be an over-production of workers in this small range.

In order to broaden the work of our schools and embrace a large number of occupations, two ways were suggested: the first being to purchase additional equipment and give a greater range of courses in the schools, and the second—by a systematic intensive survey of industries to discover openings or possibilities, for which disabled workers could be trained, so that the new occupation would be within the limits of their disability, and place returned men in the suitable places found in the industries.

Furthermore, the feeling was quite strong that our schools, although they were doing the best they could in the short period during which they had been organized, were not in a position satisfactorily to train the men so that they could enter industry and hope for success, when working in competition with the men who not only were physically fit but also had a long industrial experience.

The Industrial Survey opened up a new field which has been followed with marked success in Montreal, Toronto, Winnipeg, and Vancouver, *viz.*, of utilizing industrial establishments as places of further training for certain occupations of our re-education cases.

It is demonstrated beyond doubt that a certain portion of the training can, with great advantage be given in the schools, for the first four or five months, enabling the returned soldier

who had a disability to accustom himself to a civilian atmosphere, methods of handling tools and doing the work. After he had reached this stage of his development, the Commission, under the direction of the Vocational Officer, was able to arrange that the disabled man, through the cooperation of employers, should enter some form of industry for which the soldier was being trained, for the completion of his re-education course.

The Survey Officers who went out to do this pioneer work, besides gathering information which was of vital importance to the District Vocational Officer in conducting the Disabled Soldiers' Training Board, were also able to do a certain amount of missionary work by taking a direct message to the employers of men, and showing them simply and clearly how they could cooperate in the reconstruction of the men who had been disabled in the battle line or through service for the Empire. This missionary work done by Survey Officers has been productive of a great deal of good, with results which may be so far-reaching that, at this time, they cannot be fully measured.

In order that the Industrial Surveyors could get a maximum amount of information in the shortest space of time, it was found necessary to make standard industrial survey sheets. It was insisted upon from the beginning that these forms should be followed by the officers making the surveys; the information from the industries called for on these forms being required as a minimum. The forms are three in number, the first being for names and information from the chief executive of the concern. It is at this point that the Survey Officer is able to get the sympathy and cooperation of the employer, and have him clearly understand the views of the

Commission in regard to cooperation in the training of disabled soldiers. The second sheet deals with the occupation and all of the elements which enter into it, such as hours, remuneration, tools, training required, related experience, most satisfactory preliminary training which a school could give, and so forth.

The third sheet known as the 'Disability Sheet' was compiled after very careful and close study of the medical records at the Military Hospitals Commission Headquarters.

The Survey Officers have been asked in the preliminary stage of their training to visit the hospitals and sanatoria and familiarize themselves with the different forms of disability so that when they enter an industry they will have a vivid picture firmly impressed upon their minds of how a disability will affect the work. With this picture before them, they go down to the shops and watch the individual workman perform his duties; therefore, the relation of disabilities to occupation is a form of motion study, not extremely elaborate but quite sufficient for the ordinary occupations.

In the evolution of the intensive industrial survey, the point was reached where some Vocational Officers considered the partial survey of more interest to them than the full survey; that is, taking all branches of occupations of an industry regardless of its suitability for an injured workman.

Short surveys are now being made and deal largely with the forms of work or occupations which in the opinion of the Survey Officers can be done by a disabled man.

In some of the larger centers the Survey Officers are acting in direct cooperation with a Placement Officer whose duty it is to follow up the information gained from the surveys and personally conduct the men who are moving from the schools to the industries to see that they get the proper entrance into the workshop. This Placement Officer also makes weekly or monthly visits to the industry and follows very closely the progress of the re-educated workers.

This information is tabulated on follow-up cards in Toronto and Winnipeg. The scope of the work in Montreal being smaller, has developed a different phase; that is, the man who is

detailed for industrial survey work also acts as Placement Officer, interviewer, and follow-up man.

It is the aim of the Commission, by means of a carefully planned follow-up system, to tabulate records of the men who pass through our schools and into the industries for from five to six months after they have graduated. This stage of the work is developing, and the returns so far have not been sufficient to form a basis of analysis.

Following is the summary of an address given by one of the district vocational officers before the Canadian Manufacturers' Association, Montreal:

The problem of re-education for disabled returned soldiers which Canada faces today is an economic one concerning man power, the producing power of the country.

Our work should appeal to you on economic grounds even if no sentimental grounds existed. It is true that this country has not completed her obligation to these men until it has enabled them to return fully equipped and adjusted to civilian life again capable of earning as much and enjoying life as fully as prior to enlistment, but it is a greater truth that from an economic standpoint these men simply must be enabled to become as efficient producers as formerly. If this country is to prosper we cannot afford to have thousands of men incapable of carrying on and of supporting their dependents.

In general the aim in respect of those men who are unable to go back to their former occupation is to direct them into new channels involving less physical effort and increased brain effort, in order that they may be able to compete successfully in their new occupations with physically fit men, and to earn, notwithstanding their disabilities, as high wages as they earned before if not higher.

Our re-education courses are at present carried on in conjunction with our own vocational classes connected with the hospitals, or at technical schools, but it is our aim that the latter and greater portion of this training where possible be given under actual industrial conditions, that is—in the workshops of the manufacturers. Our problem is to train a man in from six to twelve months in an entirely new trade or occupation as far as possible akin to his old, but necessarily in many cases radically different, so that in this period he may acquire sufficient proficiency to enable him to earn a wage at least as good as he earned before enlistment. To accomplish this means intensive training, for not only

have we to train the man in the new work, but he has to be taught to adapt himself again to civilian life and occupation. We feel that we are best accomplishing this work by getting the men out as soon as possible into the workshops on apprenticeship courses where they naturally adapt themselves to civilian and industrial environment, and will, we hope, in most cases be automatically absorbed in the shop where they have been trained.

We are assisted in determining what opportunities there are among the different trades and occupations of the industrial world for which disabled men can be trained by an industrial surveyor, a man thoroughly familiar with the nature of the disabilities from which men suffer, and possessing a fairly good working knowledge of most manufacturing processes.

With the consent of the executive heads of manufacturing concerns, this officer makes an industrial survey of their plants, which simply means that he goes thoroughly into their plants by personal investiga-

tion and discussion with the superintendents and foremen. He classifies the different operations in which men engage, the nature of the work, the training necessary, to adapt a man to this work, where this training could be best given, the length of the course necessary, what preliminary training is required in the school, and finally what disability would prevent a man from engaging in that occupation.

With this information in hand the Vocational Officer is in a position not only to direct the disabled soldier into a suitable new occupation but to lay out a course of study and training in our classes which will best prepare the man for the actual shop part of his training which will follow.

The work in British Columbia is just starting, but through the information gained from industrial surveys about eighteen men have been placed in suitable industrial establishments for the continuation of their training.

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